

THE GEORGE  
WASHINGTON  
UNIVERSITY

1991  
PRESIDENT'S  
REPORT

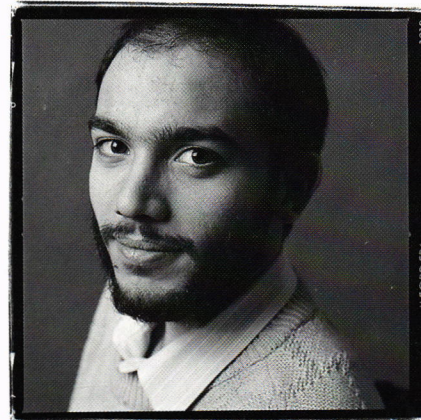
GW'S VIBRANT  
INTERNATIONAL  
FACE



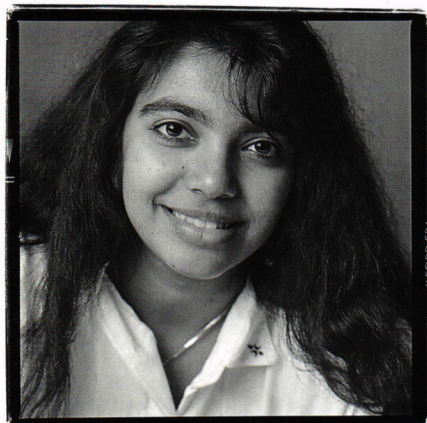
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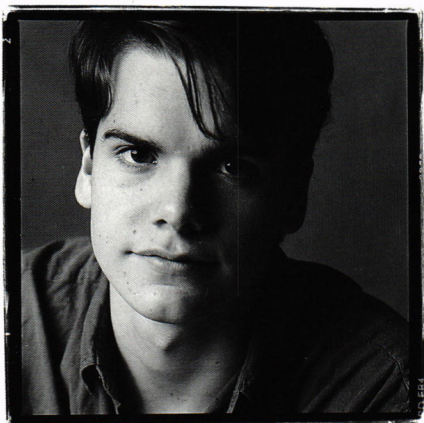
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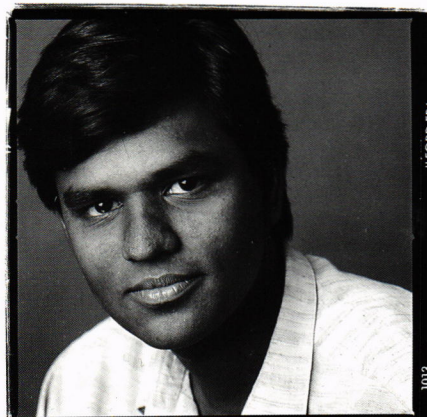
NEHA MAJMUDAR



MATTHEW LACHESNEL-HEUDE



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SULTAN AL-SULTAN

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**Cover:** Among GW's more than 2,600 international students are these nine, listed from left to right by name and native country: *top row*, Michael Sun, China; Fabienne Le Malle, France; Mohamed S. Omeish, Libya. *Middle row*, Neha Majmudar, India; Matthew Lachesnez Heude, Martinique; Denyse Zosa, Philippines. *Bottom row*, Shakeel Rashed, India; Lei-Wee Tung, Taiwan; Sultan Al-Sultan, Saudi Arabia.

**Back Cover:** *top row*, Luis Paillot, Argentina; Katherine Cunanan, Philippines; Mitsuo Kajimoto, Japan. *Middle row*, Maria Lai Ling Lam, Hong Kong; Omar Al-Sharif, Syria; Jay Lopez, Philippines. *Bottom row*, Samir Chebil, Tunisia; Hui Tzu, Taiwan; Juan Carlos Paredes, Colombia. ESIA senior Jay Lopez, it should be noted, is president of the International Students Society.

## MESSAGE FROM THE PRESIDENT

When I was growing up in New York, we used to say that if you stood long enough in Times Square the entire world would pass in front of you. Ever since I came to GW I have felt the same way about our University. Stand in the University Yard or outside the Gelman Library, the Smith Center or Fungler Hall for a few minutes, and it becomes increasingly clear that this is no ordinary American university. Our faces, our languages, and even the many different kinds of clothes we wear give us away. We are a community of well-traveled individuals from far and wide, an international university with unrivaled reach and influence around the globe, with students representing 132 countries and every race and color on the face of the earth.

Of course, it has not always been so. In the decade when GW was founded – that of the 1820s – President Monroe and his administration were just beginning to look outward at the world beyond this country's borders. Throughout the ensuing years, as people and, ultimately, technology reduced the world to its current “global village” size, this institution has kept pace. While a tradition continues that began in the early years – educating students for service in all branches, departments, agencies, archives and museums of the federal government, as well as a host of other organizations that also form part of the Greater Washington “scene” – another, newer mission has waxed ever more important in the University's curricular portfolio. An earlier age would have been content to sum it up as “international affairs” and to think of it solely as a concern chiefly of the Elliott School of International Affairs. Today it would be more accurate to say that the Elliott School – offering four undergraduate majors and six graduate programs as well as four special institutes for international studies – is the spearhead of a concern that pervades the functioning of the entire George Washington University.



Stephen Joel Trachtenberg

**Alumni breakdown of current  
U.S. Ambassadors**  
(earned degrees only)

Harvard	26
Yale	21
<b>GW</b>	<b>10</b>
Princeton	9
Fletcher/Tufts	8
Columbia	8
Johns Hopkins	8
Georgetown	4
Stanford	4



**Of the 10 current ambassadors who are GW alumni/ae, none was quite so visible this year as United States Ambassador to Kuwait Edward W. Gnehm, Jr., BA'66, MA'68 (ESIA).**

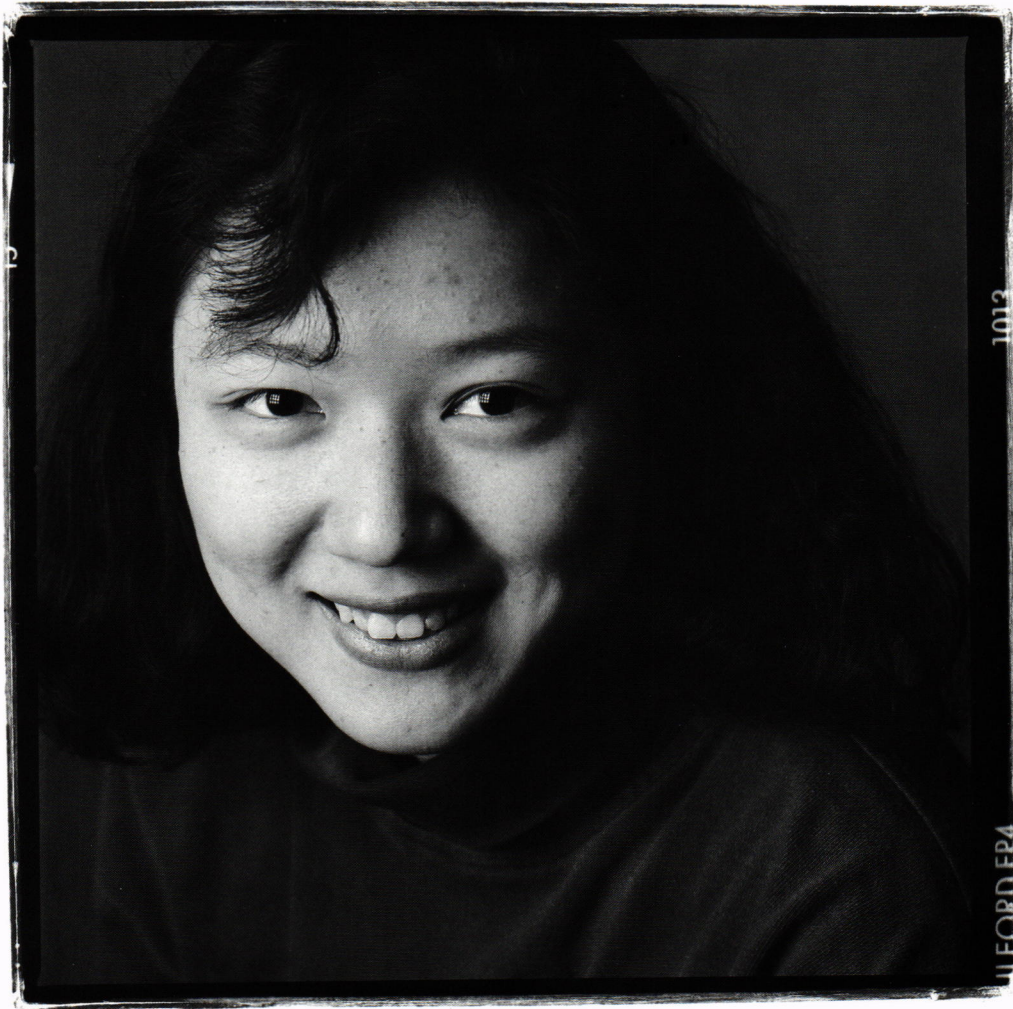
GW's international character and prominence have been underscored in this past year of momentous global change. In a rapid succession of events that turned television news into a national pastime, we watched as a United Nations-sanctioned war, the fall of Communism and the disintegration of the Soviet Union left our geopolitical assumptions in the rubble with the Berlin Wall. From a GW perspective, we were perhaps more transfixed than others. With more than 110,000 alumni worldwide and faculty in key positions to influence and analyze policy – and with large numbers of students and faculty from the countries in the news, our connections to these historic events have been direct and heartfelt. The Persian Gulf War is a case in point.

### **GW Goes to War**

GW played an important and active role in the Gulf War, and not only through the numerous alumni and staff who were called to military duty and whom we salute for their service. It was a war, in fact, that was directed in large part by a GW alumnus, Gen. Colin Powell (MBA, 1971), who developed and implemented U.S. and coalition strategy as Chairman of the Joint Chiefs of Staff. And it was a war that sent another GW alumnus, Edward W. Gnehm, Jr. (BA, 1966; MA, 1968), to Kuwait at the war's conclusion to raise the stars and stripes over the U.S. embassy as our new ambassador to the newly liberated country.

It also was a war that called on the expertise and analysis of numerous GW faculty members. Dubbed “rolodex commandos” by reporters, GW experts achieved their own version of air superiority as media commentators on the hostilities and their implications. They included: Professors Jerrold M. Post (psychology of Saddam Hussein and authoritarian leaders in general), Linda Grant DePauw (women in the military), William Lewis and Marvin Gordon (U.S. military strategy),

San Chang from Taiwan is in her third year as an international business student in the School of Business and Public Management.



SAN CHANG

Abdulla Mohamed is from the small Persian Gulf country of Qatar. Mr. Mohamed has completed his master's degree in microbiology and continues at GW working toward his doctorate in that field.

4



ABDULLA MOHAMED

Ronald Spector (comparisons and contrasts between the Gulf War and the Vietnam War), Bernard Reich (implications of the war for Arab-Israeli relations), Nathan Brown and Christopher Joyner (the war's meaning for U.S.-Arab relations), Yonah Alexander (the war and international terrorism) and Sheryl Spivak (effects of the war on world travel).

All of these individuals – among many others – were looked to by the media and, in turn, by the world, both as clarifiers and commentators during a tremendously uncertain time. At GW, we are proud not only of their visibility and the esteem in which they are held, but also of the breadth of their expertise. Together they represent a clear reflection that this is a dynamic community tackling worthy subjects for our times.

Nor did GW's involvement with the war end with expert faculty commentary. With more than 800 students from Arab nations forming part of the University community – students from Kuwait, the other Gulf Emirates, Saudi Arabia, Iraq, and Jordan, as well as Egypt and the North African Countries – our faculty members and administrators worked overtime in order to assist those whose lives and personal finances were being disrupted by events in the Gulf. A major concern: That all international students, including those from Iraq, be treated equitably.

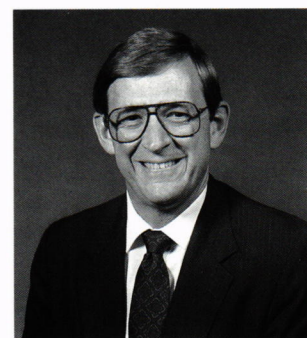
### The Students

According to the *Chronicle of Higher Education*, the number of foreign students attending U.S. colleges and universities rose nearly eightfold over the last three decades to a record 407,500 in the 1990-91 academic year.

The numbers at GW are as follows. In the Fall of 1990, 15 percent of the on-campus student population at GW was international, up from 11.8 percent in 1989. This group has grown steadily in number from 1,989 in 1980 to 2,077 in



**Richard C. Brown**  
BA'60 ESIA  
MA'61 SBPM  
U. S. Ambassador  
to Uruguay



**Morris D. Busby**  
MIA '71 ESIA  
U. S. Ambassador  
to Colombia

**Nationalities of  
International Students  
at GW**

(Undergraduate and Graduate)

Korea	275
Japan	188
Taiwan	163
Saudi Arabia	134
China	112
India	101
Iran	73
Pakistan	72
Lebanon	68
Thailand	57
Jordan	51
Greece	51
Germany	41
Brazil	38
France	34
Canada	32
Phillipines	32
Turkey	31

1985 to 2,378 in 1990. Altogether, on-campus and off-campus international students – plus those in practical training – totaled more than 2,600 in 1990-91 and made up 9.3 percent of undergraduates and 16.3 percent of graduate students.

Indeed, the Institute of International Education, in its annual survey of foreign students attending American schools of higher education, moved GW from 21st place (in 1989-90) to 18th (in 1990-91). By other measures – that take account of international students registered off-campus and those engaged in postgraduate training of various kinds – GW ranks 4th in the nation in the number of international students as a percentage of total enrollment. Today, of the 132 countries represented among the University's undergraduate and graduate students, 275 are from South Korea, 188 are from Japan, 163 are from Taiwan, and 112 are from China.

Included among GW's 1990-91 foreign students were participants in Prof. Thomas Buergenthal's International Legal Studies Program, which offers LLM degrees to between 30 and 40 attorneys from around the world every year. Also among our foreign guests in 1990-91 were more than 30 percent of the students enrolled at the School of Business and Public Management, including the majority of nearly 500 MBA candidates in the International Business Department. And at the School of Education and Human Development, more than 30 foreign scholars from 15 countries were working toward masters' degrees in International Education.

In addition, all around the campus – from the Medical School to the Engineering School to Columbian College and the Graduate School – meaningful programs were under way, programs that reflect GW's commitment to its multinational educational role. Among these programs, for example,

Elliott School of International Affairs  
freshman Anna Rubio is from Las  
Palmas, in the Canary Islands.



ANNA RUBIO

Among the 200-plus students in  
GW's new (1990) Honors Program  
is Anton Kuzmanov, who comes  
from Bulgaria. Mr. Kuzmanov is in  
his second year of study in the  
School of Business and Public

Management, where he expects to  
specialize in finance.



ANTON KUZMANOV

was the Soviet Executive Program in the School of Business and Public Management. We also put other programs in place – for a group of young lawyers from Eastern Europe, for Soviet tourism industry executives, for students from Egypt’s Military Technical College, and for hundreds of other participants in GW’s more than 30 international exchange programs with foreign institutions of learning.

One more case in point may be of interest: in 1991, for the eighth consecutive year, GW Television produced the World Food Day Satellite teleconference, a unique international development educational program that was beamed in three languages to sites throughout the Western Hemisphere via four different earth satellites. More than 400 college and university sites in the United States alone were among the teleconference participants.

What is especially fine yet functional about GW’s international flavor is the extent to which our institution comes a lot closer than most universities to embodying some of the noblest academic ideals – at a time when idealistic values in academe have supposedly been superseded by an outlook compounded of cynicism and materialism. I tried to express this in a talk at Moscow State University in the spring of 1991, when I observed that universities like GW, with internationally diverse student populations, are places where students from around the world – potentially, even from warring nations – gather in the same classrooms to hear the same professors give the same lectures. They are places where these students have the opportunity to interact – to share insights, experiences and opinions about issues of the day. They are places, we hope, where citizens of different countries and cultures, including our own, come to understand and enlighten others.

#### Elliott School Data

##### Applicants, 1986-1991

1986	493
1987	690
1988	722
1989	828
1990	874
<b>1991</b>	<b>1,046</b>

##### Percentage of Applicants Admitted

1986	85 %
1987	76
1988	76
1989	72
1990	68
<b>1991</b>	<b>63 (est.)</b>

##### Average GREs

1986	1727
1987	1718
1988	1731
1989	1785
1990	1844
<b>1991</b>	<b>1860 (est.)</b>



**Sally G. Cowal**

**MPA '78 SBPM**

**U. S. Ambassador to  
Trinidad and Tobago**



**Edmund De Jarnette**  
**MSA '78 SBPM**  
**U. S. Ambassador**  
**to Tanzania**



**Robert A. Flaten**  
**MA'61 SBPM**  
**U.S. Ambassador**  
**to Rwanda**

What all of this represents for students attending the University – those from the United States as well as those from abroad – is a whole series of benefits that range from heightened sophistication and deepened global awareness to a “leg up” when it comes to actually starting a career in this very difficult, very competitive age.

### **The Faculty and Alumni**

There is no better evidence of GW's emergence as an international university to be reckoned with than the diplomatic postings listed in the U.S. Department of State's current edition of “Key Officers of Foreign Service Posts.” Among the 140 U.S. ambassadors listed, 10 are GW graduates. In fact, GW comes in third only to Harvard and Yale as a source of the nation's diplomatic corps leaders – with the U.S. embassies in Cape Verde, China, Colombia, Kuwait, Portugal, Rwanda, Tanzania, Tobago and Trinidad (one post), Togo and Uruguay all led by Foggy Bottom alumni.

Other GW graduates are applying the international education they received here in equally interesting yet varied ways.

During the fall of 1990, for example, President Bush nominated GW graduate General Merrill A. McPeak (MA, 1974) to be the new Air Force Chief of Staff, and following the war, the President selected Lt. General Joseph P. Hoar (MA, 1962) to succeed General H. Norman Schwarzkopf as Commander-in-Chief of U.S. Central Command at MacDill Air Force Base.

Furthermore, a review of positions currently held by GW's Elliott School alumni turns up Peace Corps volunteers, Capitol Hill staff members, journalists, and individuals with such fascinating titles as: Director, Mexican National Tourist Council; Division Chief, African and Latin American Analysis, U.S. Central Intelligence Agency; Chief, International Fisheries, U.S. Department of Commerce; and Analyst, International Division, Prudential Bache Securities, Japan.

Sociology doctoral candidate Nelson Kofie left his native Ghana in 1977 to join his father in Canada. After receiving undergraduate and master's degrees there (University of New Brunswick

and Queens University of Ontario, respectively), Mr. Kofie came to GW in 1985.



NELSON KOFIE

Now writing his doctoral dissertation in the field of public administration and economics is Francisco Ayala. Mr. Ayala and his wife, Lourdes, a biostatistician, expect to return to their native homeland of Ecuador.



FRANCISCO AND LOURDES AYALA

And just as GW's alumni are exerting considerable influence on international affairs the world over, our faculty – some former ambassadors and policy-makers themselves – continue to make an impact. As I have noted, the Persian Gulf War and developments in the former Soviet Union brought to everybody's attention – including our own – the tremendous depth of GW's well of international understanding and expertise.

Faculty members such as Charles Elliott, James Millar, Peter Reddaway, Michael Sodaro, Richard Thornton, William Lewis, Constantine Menges and Sharon Wolchik were among those often called upon by the news media to help Americans understand the epochal happenings under way in Eastern Europe and the former Soviet Union.

This campus also is home to some very distinguished figures who draw daily on their experiences in government to enhance their students' understanding of world affairs.

These persevering shapers of policy include: Gaston Sigur, former assistant Secretary of State; Edward Rowny, former chief negotiator on the U.S.-Soviet strategic arms reductions talks; Henry Nau, former National Security Council senior staff member; former ambassador in Africa and Southeast Asia Ronald Palmer; and retired Army Lt. Gen. Thomas Kelly, the Pentagon's main spokesman during operations Desert Shield and Desert Storm.

These are just a few, of course, of a diverse and noted faculty who represent GW's ongoing scholarly connection to the people and the policies that shape our world. And just as GW's international students provide us with direct exposure to other peoples and perspectives, so too do GW's foreign faculty members contribute to a campus environment that is unrivaled in its worldly wisdom and in its links to the international community.



Everett Ellis Briggs  
MS'72 ESIA  
U. S. Ambassador  
to Portugal



Harmon E. Kirby  
MA'77 ESIA  
U. S. Ambassador to Togo

#### Ten Top Majors of International Students

International Business	201
Finance and Investments	180
Business Administration	103
Computer Science	80
International Affairs	75
Economics	66
Computer Science (Software & Systems)	64
Information Management	61
Marketing	61
Communications	56



Among GW's National Merit finalists is the trio shown above. From left: Karen Douglas, Elliott School freshman from Golden, Colo; Nicole Urquhart, Columbian College freshman from Sandy, Utah; and Kevin Learned, Elliott School freshman from Sacramento, Calif.

A university can go to great lengths to attract the students and the faculty who will lend it an international cachet, but I would wager that they will not stay very long if the programs are not in place to support their intellectual pursuits. At GW the programs are most definitely in place, and they are expanding every year. In addition to an entire college devoted to world affairs at the Elliott School, GW is now home to more than 30 institutes of research and study, many of them concentrating on international topics. Together with our comprehensive exchange and Study Abroad initiatives and special international efforts within GW's other divisions and schools, these programs are playing a critical role in making GW a premier international university in substance and style.

#### On the Home Front

Meanwhile, in the midst of taking part in international developments of historic proportions, GW continued full speed ahead in 1990-91 in attending to our own domestic needs and in asserting our leadership nationally. At a time when the "admissions elevator" so often seems headed straight down – a time when higher education institutions are competing ever more intensely for a diminishing number of high school seniors – our admissions personnel, working very creatively with the University's intrinsic attractions, have succeeded in such impressive professional feats as:

- Seeing to it that the Class of 1996 includes no fewer than 120 National Merit finalists, up from 48 last year and 23 in the previous year.
- Simultaneously seeing to it that average verbal SAT scores of GW recruits are up from 540 in 1990-91 to 555 in 1991-92 and the math scores from 590 to 600.
- And further seeing to it that more than two-thirds of the GW students recruited in 1990-91 graduated in the top 20 percent at their high schools, while nearly two-fifths graduated in the top 10 percent – new "highs" for the University.

Elliott School of International Affairs senior Lorita Henderson, a D.C. native, has ambitions unbounded by national jurisdictions. After graduate school she hopes to join the U.S. Foreign Service. Her ultimate

goal: "Maybe some day I'll be an ambassador," she smiles. As readers have seen on earlier pages, that is not an unlikely ambition for a GW graduate.



**LORITA HENDERSON**

From the Himalayan kingdom of Nepal, political science doctoral candidate Ramjee Parajulee came to the United States on sabbatical leave from Nepal's Tribhuvan University, where he is a junior faculty member.



RAMJEE PARAJULEE

Other good news from Admissions:

- At the GW Medical Center, applications in 1990-91 were up by more than 20 percent, with 4,911 students from around the world competing for 150 available places.
- At the National Law Center, applications rose by 11 percent – to more than 8,000 competitors for 460 openings.
- It was more than mere coincidence, therefore, when the influential “academic rankings” issue of U.S. News & World Report placed the Medical Center among the top ten American medical schools in the area of “primary care” and the National Law Center among the top 25 law schools in the nation.

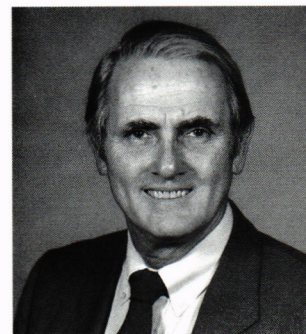
These indications of GW’s increasing national popularity were not lost on former President Reagan, who visited GW in March 1991 for the commemoration of the life-saving care he received at the GW Medical Center ten years before. Quick to remind us all of the opportunities available at GW, the former President asked students, “Where else can you walk out of your dormitory, look down the street and see the White House complex? Where else can you live next door to an Embassy? Where else can you be taught by policymakers and Congressional advisors?”

“This is no ordinary University,” Ronald Reagan concluded. “It is a special experience to teach and study here.”

### The Bottom Line

To say that the financial reports coming in from the world of higher education these days are almost uniformly bad and occasionally disastrous is no exaggeration. For me personally, the fact that the George Washington University has been able to achieve fiscal stability in times so challenging is deeply satisfying.

For an overview of the financial picture of the University, I refer you to the section of this report entitled “Financial



James R. Lilley

MIA'72 ESIA

U. S. Ambassador to China



Francis T. McNamara

MS'72 ESIA

U. S. Ambassador to  
Cape Verde

Highlights”. But it is appropriate to quote briefly here from that section:

We developed innovative approaches to enhancing student services, strengthening administrative and operational controls, and improving resources allocation strategies. While the full impact of many of our efforts is several years away, the financial results of the past year are evidence that we have established a strong foundation as we enter the last decade of this century. For example....Our cashflow position has improved significantly during FY 1991 owing largely to the improved management of Accounts Receivable by the Medical Center. The University has reached some significant milestones in our efforts to improve the way we admit and register students....In the face of declining [national] demographics, the University not only met its enrollment targets, but also increased the average SAT scores of incoming freshmen over prior years. The deployment of University resources in support of student-related objectives is demonstrated by a 24 percent increase in the student financial aid expenditures and a 7 percent increase in the Instruction and Departmental Program expenditures....A number of organizational changes made during FY 1991 have positioned the University for improved financial planning, budgeting, accountability, and controls....The University’s total fund balance, comprised of the current, endowment, plant, and loan fund balances, is now at \$377 million.

In a world that has become a mine-field for presidents, prime ministers, multinational corporations, banks, local businesses, universities, four-year colleges, state employees, our neighbors and each and every one of our selves, there is little danger that we will allow this positive fiscal picture to lure us into the great error of the 1980s: a “boom” mentality so delirious that it spends itself right over the unexpected, never-planned-for cliff to join the commercial wreckage in the gully far below. We who want to see our good luck continue will see to it that – especially where expenditures are concerned – GW continues its good sense, too.

A resident of Rio de Janeiro, Emerson Carvalho, MD, also holds a master's degree in radiology. He is currently enrolled in the School of Medicine and Health Sciences' Master of Public Health program,

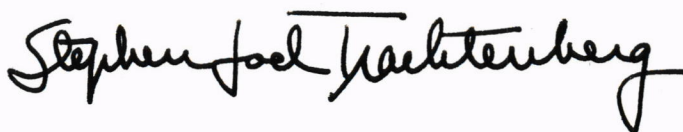
studying public health and health care administration in the expectation of bringing an added dimension to his work in Brazil.



**EMERSON CARVALHO**

I'm proud indeed to be presiding over a school that can and will successfully navigate the stormy waters of this highly stressful period in American history. I'm proud of the appeal GW is demonstrating to the young men and women who become our students each year, and who understand so well the importance of the schooling they choose in relation to their professional futures. I'm proudest of all, finally, to witness the drama I've sought to describe in this report – to watch our university establish itself on “the international scene” with the same force and momentum that it began to demonstrate excellence in the domestic context, more than 170 years ago, at a time when the United States was a very young nation indeed.

As we forge ahead in these historic times, I am pleased to report to you that internationally, nationally and right in our back yard here in the District of Columbia, we are making a difference. And it is a difference we look forward to continuing and expanding in the years before us.

A handwritten signature in black ink, reading "Stephen Joel Trachtenberg". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Stephen Joel Trachtenberg

Universities traditionally have been under the dual obligation both to transmit the best of what is known to date and to contribute to the creation of new and/or more reliable knowledge. The primary agents of that double enterprise of education and research are of course the faculty. Increasingly in recent years, the faculty of our institution have demonstrated that it is indeed possible to sustain GW's longstanding commitment to excellence in teaching while attaining new levels of distinction in research as well. The range of the faculty's creative scholarship can also be read as a display of the wealth of fields of study available to our students; such is the reciprocity between research and teaching.

"Productivity" is a measure that must be applied with subtlety and differentially in academic life, but the bibliography that follows is *prima facie* evidence of the scholarly productivity of our faculty. Each faculty member was invited to submit the title of only *one* of his or her works done in the last year. Had we permitted them to turn in the full inventory of their works produced in that period, the roster that follows would have become a volume in itself. This record should be a source of pride to all members of the university and to its friends.

Stephen Joel Trachtenberg  
President

Roderick S. French  
Vice President for Academic Affairs

## Books, 1990-91

Jeffrey C. Anderson, associate professor of art: *The Barberini Psalter: Codex Vaticanus Barberinianus Craecus 372*, co-authored by Paul Canart and Christopher Walters. Belser Verlag.

Edward D. Berkowitz, professor of history: *America's Welfare State: From Roosevelt to Reagan*. Johns Hopkins Press.

Jean Folkerts, associate professor of journalism: ed., *Media Voices: An Historical Perspective*. MacMillan.

Arjo Klammer, associate professor of economics: *Verzuilde Dromen*. Balans.

Jarol B. Manheim, professor of political communication and of political science: *All of the People, All the Time: Strategic Communication and American Politics*. M.E. Sharpe.

Charles A. Moser, professor of Slavic: *Bulgaria: The Road to Democracy*. Free Congress Foundation.

Stephen C. Smith, associate professor of economics: *Industrial Policy in Developing Countries: Reconsidering the Real Sources of Export-Led Growth*. M.E. Sharpe.

Carl Steiner, professor of German: *Karl Emil Franzos, 1848-1904: Emancipator and Assimilationist*. Peter Lang.

Claudia Tate, professor of English: ed. and introduction, *The Works of Katherine Tillyman*. Oxford University Press.

Irene Thompson, associate professor of Russian: *Reading Real Russian*, co-authored by Emily Urevich. Prentice-Hall.

Isabel R. Vergara, assistant professor of Spanish: *El Mundo Satirico De Gabriel Garcia Marquez*. Pliegos.

Nicholas S. Vonortas, assistant professor of international affairs and of economics: *Cooperative Research in R&D-Intensive Industries*. Gower Publishing Group.

Ruth A. Wallace, professor of sociology: *Contemporary Sociological Theory: Continuing the Classical Tradition*, co-authored by Alison Wolf. Prentice-Hall.

Joseph Zeidner, professor of administrative sciences and of psychology: *The Economic Benefits of Predicting Job Performance, Volume One: Selection Utility*, co-authored by C.D. Johnson. Praeger.

## Articles, 1990-91

Eugene Abravanel, professor of psychology: "Does immediate imitation influence long-term memory for observed actions?" *Journal of Experimental Child Psychology*.

Joseph Aschheim, professor of economics: "Revolutions and counterrevolutions in monetary economics: Keynes, Keynesians and new classicists," co-authored by George S. Tavlas. *Atlantic Economic Journal*.

David Bjelajac, assistant professor of art: "Washington Allston's prophetic voice in worshipful song with antebellum America." *American Art*.

Joseph E. Bonin, assistant professor of mathematics: "A geometric characterization of Dowling lattices," co-authored by K.P. Bogart. *Journal of Combinatorial Theory*.

Bryan L. Boulter, professor of economics: "The demand for labor with heterogeneous hours," co-authored by V. Fon and R. Goldfarb. *Eastern Economic Journal*.

Ken M. Brown, associate professor of biology and of genetics: "Investigation of the developmental toxicity of cocaine in *in vitro* cultured chicken embryos: Correlation of effects with intra-embryonic drug levels," co-authored by G.J. Burin, L.K. Al-Ghaith, K.G. Anitole and M.K. Barber. *Toxicology in Vitro*.

Robert D. Caplan, professor of psychology and of psychiatry and behavioral sciences: "Nonwaking responses to waking stressors: Dreams and nightmares." *Journal of Applied Social Psychology*.

Yvonne Captain-Hidalgo, assistant professor of Spanish: "Nancy Morejon." Spanish American Women Writers, Diane Marting, ed. Greenwood Press.

Jonathan Chaves professor of Chinese: "'Meaning beyond the painting' - The Chinese painter as poet." *Words and Images: Chinese Poetry, Calligraphy, and Painting*, Alfreda Murck and Wen Fong, eds. Metropolitan Museum of Art.

R. Paul Churchill, associate professor of philosophy: "Nonviolent resistance as the moral equivalent of war." *In the Interest of Peace: A Spectrum of Philosophical Views*, Kenneth H. Klein and Joseph C. Kunkel, eds. Longwood Academic.

Joseph J. Cordes, professor and chair of economics: "Cutting capital gains taxes." *Journal of Economic Perspectives*.

Thomas F. Courtless, Jr., professor of law and sociology: "The rehabilitative ideal meets an aroused public: The Patuxent experiment revisited." *Journal of Psychiatry and Law*.

Christopher J. Deering, associate professor of political science and associate dean: "Congress, the President, and war powers: The perennial debate." *Divided Democracy: Cooperation and Conflict Between the President and Congress*, James A. Thurber, ed. Congressional Quarterly Press.

David DeGrazia, assistant professor of philosophy and of health care sciences: "The moral status of animals and their use in research: A philosophical review." *Kennedy Institute of Ethics Journal*.

Joseph L. Gastwirth, professor of statistics and economics: "Bayesian inference for medical screening tests: Approximations useful for the analysis of Acquired Immune Deficiency Syndrome," co-authored by W.O. Johnson. *Journal of the Royal Statistical Society*.

Howard Gillette, Jr., professor of American civilization: "Changing directions in U.S. urban history." *Organization of American Historians' Magazine of History*.

Robert S. Goldfarb, professor of economics: "The demand for labor with heterogeneous hours," co-authored by Bryan Boulier and Vincy Fon. *Eastern Economic Journal*.

Jennifer M. Green, assistant professor of English: "Outside the frame: The photographer in Victorian fiction." *Victorians Institute Journal*.

David Alan Grier, assistant professor of statistics and computer information science: "Integrating computer science with statistical analysis." *Computer Science Education*.

Murli M. Gupta, associate professor of mathematics: "High accuracy solutions of incompressible Navier-Stokes equations." *Journal of Computational Physics*.

Sheldon E. Haber, professor of economics: "The cyclical sensitivity of white-collar skill margins." *Atlantic Economic Journal*.

Valentina S. Harizanov, assistant professor of mathematics: "Frequency computations and the cardinality theorem," co-authored by M. Kummer and J. Owings. *Journal of Symbolic Logic*.

Kim J. Hartswick, associate professor of art: "The Ares Borghese reconsidered." *Revue Archéologique*.

Kevin G. Hockett, assistant professor of mathematics: "Numerical dynamics of ordinary differential equations with singularity." *Proceedings of the American Mathematical Society*.

Terry L. Hufford, associate professor of botany: "Increasing academic performance in an introductory biology course." *BioScience*.

Mary Banks Jasnoski, assistant professor of psychology: "Graduate and post-graduate medical education with the synchronous systems model." *Behavioral Science*.

Diana Johnson, associate professor of biology and of genetics: "The *Drosophila Hrb87F* gene encodes a new member of the A and B hnRNP protein group," co-authored by S.R. Haynes, D. Johnson, G. Raychaudhuri and A.L. Beyer. *Nucleic Acids Research*.

Frederick L. Joutz, assistant professor of economics: "Biomass fuel supply: A methodology for determining marginal costs." *BioResources Technology*.

Christopher C. Joyner, professor of political science: "Ice-covered regions in international law." *Natural Resources Journal*.

Hugo D. Junghenn, professor of mathematics: "On extending continuous functions on dense subsemigroups." *Semigroup Forum*.

R. Emmet Kennedy, Jr., professor of European history: "The king's two bodies: Monuments, mausoleums, and museums of the French Revolution." *The French Revolution in Culture and Society*, David G. Troyansky, ed. Greenwood Press.

Young-Key Kim-Renaud, associate professor of Korean language and culture: "On Panmal in Korean." *Papers from the Seventh International Conference of Korean Linguistics*, Eung-jin Baek, ed. International Circle of Korean Linguistics and Osaka University of Economics and Law.

Michael M. King, professor and acting chair of chemistry: "An improved synthesis of dioxindole-3-propionic acid and some transformations of the C-3 hydroxyl group," co-authored by R.B. Labroo, V.M. Labroo and L.A. Cohen. *Journal of Organic Chemistry*.

Margaret R. Kirkland, assistant professor of English as a foreign language: "Maximizing student performance in summary writing: Managing cognitive load," co-authored by Mary Anne P. Saunders. *TESOL Quarterly*.

Arthur D. Kirsch, professor of statistics and of psychology: "From commitment to action." *Faith and Philanthropy in America*, Robert Wuthnow and Virginia A. Hodgkinson, eds. Jossey-Bass Non-profit Sector Series.

John Kwoka, professor of economics: "Productivity and price caps in telecommunications." *Price Caps and Incentive Regulation in Telecommunications*, M. Einhorn, ed. Kluwer.

Stephanie Greco Larson, assistant professor of political science: "Information and learning in a congressional district: A social experiment." *American Journal of Political Science*.

Donald R. Lehman, professor of physics: "Evidence for and explication of the D-state in few-nucleon systems." *Les Editions de Physique*.

John F. Lewis, professor of geology: "Geology and tectonic evolution of the northern Caribbean margin," co-authored by G. Draper. *Decade of North American Geology: v. H, The Caribbean Region: Boulder, Colorado*, J.E. Case and G. Dengo, eds. The Geological Society of America.

Leonard Maximon, research professor of physics: "High-accuracy comparison of electron and positron scattering from nuclei," co-authored by V. Breton, P. Bricault, L.S. Cardman, B. Frois, D. Goutte, D.B. Isabelle, A.J. Linzey, G. Masson, E.A.J.M. Offermann, X.H. Phan, S.K. Platchkov, I. Sick and S.E. Williamson. *Physical Review Letters*.

David McAleavey, professor of English and associate dean for student services: "Breath of fire," (poem). *Georgia Review*.

Cynthia McClintock, professor of political science: "Prospects for democracy in Latin America: Peru." *Prospects for Democracy in Latin America*, Forrest D. Colburn, ed. Princeton University, Center of International Studies, Monograph Series number 1.

Christine F. Meloni, associate professor of English as a foreign language: "Adjustment of Arab students to university life in the United States." *TESL Reporter*.

Joshua Mitchell, assistant professor of political science: "Luther and Hobbes on the question: Who was Moses, who was Christ?" *Journal of Politics*.

Akbar Montaser, professor of chemistry: "Helium ICP-AES: Effects of induction frequency and forward power on plasma formation and analytical and fundamental properties," co-authored by I. Ishii, H. Tan and S. Chan. *Spectrochim Acta*.

Kim Moreland, associate professor of English: "The photo killeth: Henry Adams on photography and painting." *Papers on Language and Literature*.

William C. Parke, associate professor of physics: "Methods in few-body nuclear physics." *Proceedings of the HUGS/CEBAF Summer School*.

Rolf A. Peterson, professor of psychology and of psychiatry and behavioral sciences: "Psychosocial determinants of disorder: Social support. Coping and social skills interactions." *Handbook of Behavior Therapy and Psychological Science: An Integrative Approach*, P.R. Martin, ed. Pergamon Press.

Robert F. Phillips, associate professor of economics: "A constrained maximum-likelihood approach to estimating switching regressions." *Journal of Econometrics*.

Judith Plotz, professor and chair of English: "A Victorian comfort book: Juliana Ewing's *The Story of a Short Life*." *Romanticism and Children's Literature*, James McGavran, ed. University of Georgia Press.

Sonya A. Quitslund, assistant professor of religion: "Prayer and the woman at the well." *Sisters Today*.

David E. Ramaker, professor and chair of chemistry: "Evidence for Vertical  $C_2$  on Ni as a precursor for graphite nucleation." *Applied Surface Science*.

Peter Reddaway, professor of political science and international affairs: "The quality of Gorbachev's leadership." *Soviet Economy*.

E. Arthur Robinson, Jr., associate professor of mathematics: "The joinings within a class  $Z^2$  actions." *Journal d'Analyse Math.*

Ann Romines, associate professor of English: "*Sapphira and The Slave Girl*: The daughter's plot." *Willa Cather, Family, Community, and History*, John J. Murphy, ed. Brigham Young University Humanities Publication Center.

Mary Anne P. Saunders, assistant professor of English as a foreign language: "Maximizing student performance in summary writing: Managing cognitive load," co-authored by Margaret Kirkland. *TESOL Quarterly*.

Richard H. Schlagel, Elton Professor of Philosophy: "Fine's 'Shaky Game' (and why NOA is no ark for science)." *Philosophy of Science*.

Lois G. Schwoerer, professor of history: "Locke, Lockean ideas, and the glorious revolution." *Journal of the History of Ideas*.

Frederic R. Siegel, professor of geochemistry: "Exploration for Mississippi-Valley type stratabound Zn ores with stream suspensates and stream sediments, Virginia, U.S.A." *Journal of Geochemical Exploration*.

Robert Smythe, professor of statistics: "The use of historical controls in bioassay for carcinogens." *Statistics in Toxicology*, D. Krewski and C. Franklin, eds. Gordon and Breach.

Margaret Soltan, associate professor of English: "Architecture as a kind of writing." *American Literary History*.

Joseph L. Tropea, associate professor of sociology: "Cocaine, courts, and constitutional rights: Legal reforms and state power in the United States." *Laws and Rights*, Vincenzo Ferrari, ed. Giuffri.

Robert P. Trost, professor of economics: "Getting forecast standard errors of motor gasoline demand with stochastic simulation," co-authored by Frederick L. Joutz. *Short Term Energy Outlook*, supplement.

John Michael Vlach, professor of American civilization: "Plantation landscapes of the antebellum South." *Before Freedom Came: African-American Life in the Antebellum South*, Edward D.C. Campbell, Jr. and Kym S. Rice, eds. University Press of Virginia.

George C.Y. Wang, assistant professor of Chinese: "A study of oral methods of teaching beginning Chinese." *CHUN: Chinesisch Unterricht*.

Clay Warren, Chauncey M. Depew Professor of Communication: "Use of hypnogogic reverie in collection of earliest recollections." *Individual Psychology*.

Ronald Weitzner, assistant professor of sociology: "Prostitutes' rights in the United States: The failure of a movement." *Sociological Quarterly*.

Anthony M. Yezer, professor of economics: "Testing the monocentric model: Evidence based on wasteful commuting," co-authored by Lawrence Thurston. *American Real Estate and Urban Economics Association Journal*.

Laura Youens, assistant professor of music: "Liszt's *March Vom Fels zum Meer*." *Early Keyboard Journal*.

## Presentations, Conferences, 1990-91

Elizabeth A. Fisher, associate professor and chair of classics: presented "The art of translation: Planudes, Cicero and Caesar," at the 28th International Congress of Byzantine Studies in Moscow.

Sumit Joshi, assistant professor of economics: presented "Stochastic aggregators and optimal growth under uncertainty" at the fall Midwest Mathematical Economics Conference at the University of Illinois in Urbana Champaign.

Ruth M. Krulfeld, professor of anthropology: organized and chaired session: "Gender and new traditions: The dynamics of the refugee experience" at the 89th annual meeting of the American Anthropological Association.

Gregory Ludlow, associate professor of French: presented "East meets West: Nakae Chomin's *Min 'Yaku Yakkai* and Rousseau's *Contrat social*" at the Eighth International Congress on the Enlightenment at The University of Bristol, England.

Gary S. Meltzer, visiting assistant professor of classics: spoke on "Subversive comedy in the *Antigones* of Sophocles and Anouilh" at the inaugural meeting of the Society for the Classical Tradition at Boston University.

Paul Poppen, associate professor of psychology: presented "Health consciousness and sexual behavior: The impact of AIDS" at a session on health promotion at the Society of Behavioral Medicine, Washington, D.C.

Bernard Reich, professor of political science and international affairs: delivered testimony on "The post war situation in the Middle East" to the U.S. Congress, Joint Economic Committee, and to the U.S. Senate Committee on Foreign Relations.

Pilar Sáenz, professor of Spanish: presented "The role of the 'Sociedades de Amigos' in a changing society" at the annual meeting of the American Society of Eighteenth Century Studies, Pittsburgh, PA.

Ormond Seavey, professor of English: presented "Benjamin Franklin as Imperialist and Provincial" at the University of Milan, Milan, Italy.

Rodica Simion, associate professor of mathematics: invited chair and organizer of "Constructive Combinatorics" at the Second International Conference on Industrial and Applied Mathematics in Washington, D.C.

### Projects, 1990-91

Amitai Etzioni, University Professor: formed the quarterly, *The Responsive Community*, dedicated to current moral, social and legal issues.

Gail Kern Paster, professor of English and 1991 Guggenheim fellow: guest editor, *Shakespeare Quarterly*, Summer 1991.

Robert H. Walker, professor of American civilization: formed the foundation, Friends of Raoul Wallenberg.

### The Arts and Exhibits, 1990-91

Frank Baginski, associate professor of mathematics: *The Joy of Mathematics*, an interactive exhibit sampling modern mathematics and its real life applications. Colonnade Gallery. Second International Conference on Industrial and Applied Mathematics.

Constance Costigan, professor of design: *Spirit Fields: Paintings and Pastels*, a show of paintings and pastels at the Franz Bader Gallery, Washington, D.C.

Robert Parris, professor of music: performed *Sonata for Solo Violin* at Composers Guild Concert in New York.

Catherine J. Pickar, assistant professor of music: selected through an audition process to be one of the singers in the preparation and performance of Brahms' *German Requiem* as part of the centennial celebration of Carnegie Hall in New York City.

Jeffrey L. Stephanic, associate professor of photography: solo exhibition of hand-colored silver prints at the Foto-Galerie in Richmond, VA.

Alan Wade, professor of theatre: directed *Happy Days*, by Samuel Beckett, at the Washington Stage Guild.

### Books, 1990-91

Harold C. Hinton, professor of political science and international affairs: *East Asia and the Western Pacific 1990*. Skye Publishers.

Marcel LaFollette, associate research professor of science and technology policy: ed. *Technology & Choice: Readings from Technology and Culture*, co-edited by J. Stine. University of Chicago Press.

Constantine Menges, research professor of international affairs: *The Twilight Struggle: The Soviet Union and The United States Today*. The AEI Press/University Press of America.

Michael J. Sodaro, associate professor of political science and international affairs: *Moscow, Germany, and the West from Khrushchev to Gorbachev*. Cornell University Press.

Richard C. Thornton, professor of history and international affairs: *The Carter Years: Toward a New Global Order*. Washington Institute Press.

### Articles, 1990-91

Peter F. Klarén, professor of history and international affairs, "Spain in America: The vicerealties of New Spain and Peru, 1521-1825." *Temples of Gold, Crowns of Silver: Reflections of Majesty in the Viceregal Americas*, Barbara Von Bargahn, ed. Organization for American States.

Carl Linden, professor of political science and international affairs: "Eastern Europe, the USSR, and South Africa: The hope of democracy." *Change in Eastern/Central Europe: Some Implications for Southern Africa*. South African Institute of International Affairs.

James R. Millar, professor of international affairs and associate dean: "Prospects for Economic Reform: Is (was) Gorbachev really necessary?" *Political, Economic, and Security Prospects for the 1990s*, J.J. Lee and Walter Korter, eds. Lyndon B. Johnson School for Public Affairs.

Henry R. Nau, professor of political science and international affairs and associate dean: "Rethinking economics, politics and security in Europe." *Defense and Security: The U.S. Faces a United Europe*, Richard Perle, ed. American Enterprise Institute.

Jerrold M. Post, professor of psychiatry and international affairs and research professor of political science and political psychology: "Saddam Hussein of Iraq: A political psychology profile." *Political Psychology*.

Ronald Spector, professor of history and of international affairs: "The first battle of the Falklands." *Military History Quarterly*.

#### Books, 1990-91

Jerome A. Barron, Lyle T. Alverson Professor of Law: *Constitutional Law in a Nutshell*, co-authored by C. Thomas Dienes. West Publishing Co.

Charles B. Craver, professor of law: *Labor Relations Law in the Public Sector*, co-authored by Harry T. Edwards and R. Theodore Clark, Jr. Michie Co.

William H. Painter, Theodore Rinehart Professor of Business Law: *Painter on Close Corporations*. Little Brown.

Robert J. Peroni, professor of law: *U.S. International Taxation*, co-authored by Joel Kuntz. Warren, Gorham & Lamont, Inc.

David J. Sharpe, professor of law: ed. *Medical Liability*, co-edited by S. Fiscina, M. Boumil and M. Head. West Publishing Co.

John A. Spanogle, Jr., professor of law: *Consumer Law*, 2d. ed., co-authored by R. Rohner, D. Pridgen and P. Razor. West Publishing Co.

#### Articles, 1990-91

Jose E. Alvarez, associate professor of law: "Legal remedies and the United Nations' a la carte problem." *Michigan Journal of International Law*.

David Robinson, Jr., professor of law: "AIDS and the law." *Criminal Law and Quarantine*, 2d ed. John Wiley & Sons.

David E. Seidelson, Lyle T. Alverson Professor of Law: "Medical malpractice actions based on lack of informed consent in 'full-disclosure' jurisdictions: The enigmatic affirmative defense." *Duquesne Law Review*.

Arthur E. Wilmarth, Jr., associate professor of law: "The expansion of state bank powers, the federal response, and the case for preserving the dual banking system." *Fordham Law Review*.

#### Books, 1990-91

Nancy M. Dixon, associate professor of human resource development: *Evaluation: A Tool for Improving HRD Quality*. University Associates, Inc.

Janet C. Hedgesheimer, professor of counseling, research professor of psychiatry and behavioral sciences and assistant dean: *Counseling Primer for Financial Aid Administrators*, co-authored by Ruth B. Bletzinger. Educational Testing Service.

Harriet Hunter-Boykin, assistant professor of secondary education: *Pre-Algebra: A Working Manual*, 2d. ed. Ginn Press.

Carol Kochhar, assistant professor of special education: *Handbook on Evaluating Business-Education Partnerships*. National Association for Partners in Education.

Lynda L. West, associate professor of special education: ed., *Effective Strategies for Dropout Prevention of At-Risk Youth*. Aspen Publishers.

#### Articles, 1990-91

Carole W. Brown, assistant professor of special education: "Individual family service plan (IFSP) implementation in the fourth year of PL 99-457: The year of the paradox." *Topics in Early Childhood Special Education*.

Carol H. Hoare, professor and chair of human services: "Psychosocial identity development and cultural others." *Journal of Counseling and Development*.

Eugene W. Kelly, Jr., professor of counseling and human services: "Effects of individualistic and social commitment emphases on clients' perceptions of counselors," co-authored by A.M. Shilo. *Professional Psychology: Research and Practice*.

Sharon Lynch, assistant professor of teacher preparation and special education: "Fast-paced science for academically talented: Issues of age and competence." *Science Education*.

Nicholas Paley, assistant professor of elementary education: "Picture books that specialized in breaking boundaries: Recalling the books of Harlin Quist." *Journal of Youth Services in Libraries*.

Carol B. Stapp, assistant professor of education: "Public mission vs. private allegiance: The museum's inner conflict." *Journal of Museum Education*.

Juliana M. Taymans, associate professor of special education: "The use of the self-directed search and the self-directed search Form E with people with learning disabilities." *Learning Disabilities Research and Practice*.

#### **Presentations, Conferences, 1990-91**

Donald C. Linkowski, professor of counseling and research professor of psychiatry and behavioral sciences: presented "Knowledge utilization and rehabilitation education" at the fifth annual meeting of the Knowledge Utilization Society, Bethesda, MD.

Alicia Martinez, assistant professor of secondary education: presented "The effects of classroom instructional models on Hispanic students' cognitive and affective outcomes" at The American Educational Research Association, Chicago, IL.

Lynne Putnam, associate professor of education: presented "The effects of different literacy programs on the development of vocabulary and relational thinking in inner city kindergartners" at the National Reading Conference, Miami, FL.

Brunetta R. Wolfman, professor of education and associate vice president of academic affairs: "Splitting the Differences," keynote address at fifth annual University of Maryland College Park Multicultural Community Days.

#### **Books, 1990-91**

Hermann J. Helgert, professor of engineering and applied science: *Integrated Services Digital Networks – Architectures, Protocols, Standards*. Addison Wesley.

Nozer D. Singpurwalla, distinguished research professor and professor of operations research and of statistics: *The Warranty Problem: Its Statistical and Game Theoretic Aspects*, co-authored by Simon Wilson. GW Institute for Reliability and Risk Analysis.

#### **Articles, 1990-91**

Simon Berkovich, professor of engineering and applied science: "The compression effects of the binary tree overlapping method on digital imagery," co-authored by Louis DiMento. *IEEE Transactions on Communications*.

Giorgio V. Borgiotti, professor of engineering and applied science: "The power radiated by a vibrating body in an acoustic fluid and its determination from boundary measurements." *Journal of Acoustical Society of America*.

Robert L. Carroll, professor of engineering and applied science: "Two-dimensional model and algorithm analysis for a class of iterative learning control systems," co-authored by Z. Geng and J. Xie. *International Journal of Control*.

John Eftis, professor engineering and applied science: "Viscoplastic analysis of plate-impact spallation," co-authored by J.A. Nemes and P.W. Randles. *International Journal of Plasticity*.

Howard Eisner, distinguished research professor and professor of engineering management: "Computer-aided systems engineering applications to multidisciplinary command and control." *Advanced Technology for Command and Control Systems Engineering*, S.J. Andriole, ed. AFCEA International Press.

James E. Falk, professor of operations research: "Bounds on a trauma outcome function via optimization," co-authored by S. Palocsay, W. Sacco, W. Copes and H. Champion. *Operations Research*.

C.M. Gilmore, professor of engineering and applied science and acting dean: "An embedded atom method study of coherency and elastic moduli of Pd-Cu multilayers," co-authored by V. Provenzano. *Physical Review B*.

Donald Gross, professor of operations research and associate vice president of academic affairs: "On the convergence of Jacobi and Gauss-Seidel iteration for steady-state probabilities of finite-state continuous-time Markov chains," co-authored by Robert Cooper. *Communications in Statistics – Stochastic Models*.

John R. Harrald, associate professor of engineering management: "The Exxon Valdez: An assessment of crisis prevention and management systems," co-authored by Henry S. Marcus and William A. Wallace. *Interfaces*.

Rachelle S. Heller, associate professor of engineering and applied science: "Designing interactive applications for public access computing." *Proceedings of the International Human Computer Interactions Meeting*.

Lance J. Hoffman, professor of engineering and applied science: "Imminent policy considerations in the design and management of national and international computer networks," co-authored by P.C. Clark. *IEEE Communications Magazine*.

Telba Zalkind Irony, assistant professor of operations research: "Statistical foundations of quality control," co-authored by Richard J. Barlow. *Issues in Statistical Inference: Essays in Honor of D. Basu*, Robert J. Serfling, ed. Institute of Mathematical Statistics.

Bruce M. Kramer, professor of engineering and applied science: "Research and development in Japan: A personal perspective." *Journal of the Japan Society of Mechanical Engineers*.

Roger H. Lang, professor of engineering and applied science: "Average reflected power from a one-dimensional slab of discrete scatterers," co-authored by Sasan S. Saatchi. *Radio Science*.

James D. Lee, professor of engineering and applied science: "Application of optimal control theory to flexible robotic manipulators." *Robotics & Computer-Integrated Manufacturing*.

Murray H. Loew, professor of engineering: "A methodology for modeling the distribution of medical images and their stochastic properties," co-authored by Raymond L. Pickholtz. *IEEE Transactions on Medical Imaging*.

C. Dianne Martin, assistant professor of engineering and applied science: "Stakeholder perspectives on the implementation of micros in a school district," co-edited by Robert L. Blomeyer, Jr. *Case Studies in Computer Assisted-Learning*. Falmer Press.

Thomas A. Mazzuchi, associate professor of operations research: "A novel flexibility analysis approach for processes with stochastic parameters," co-authored by E.N. Pistikopoulos. *Computers and Chemical Engineering*.

Michael K. Myers, professor of engineering and applied science: "Transport of energy by disturbances in arbitrary steady flows." *Journal of Fluid Mechanics*.

M. Pardavi-Horvath, professor of engineering and applied science: "Ceramic materials for magnetic recording." *Industrial Ceramics*.

Raymond L. Pickholtz, professor of engineering and applied science: "A methodology for modeling the distribution of medical images and their stochastic properties," co-authored by Murray H. Loew. *IEEE Transactions on Medical Imaging*.

Debabrata Saha, assistant professor of engineering and applied science: "Differential detection in quadrature – quadrature phase shift keying (Q<sup>2</sup>PSK) systems," co-authored by Osama El-Ghandour. *IEEE Transactions on Communications*.

Barry G. Silverman, professor of engineering management: "Expert critics." *Knowledge Acquisition*.

Richard M. Soland, professor and chair of operations research: "Optimal strategies for problems of simultaneous attack against an area defense without impact-point prediction," co-authored by Norman T. O'Meara. *Naval Research Logistics*.

Robert C. Waters, professor of engineering management: "A tale of two ship unions." *Journal of Commerce*.

## Books, 1990-91

Hossein Askari, professor of business administration: *Third World Debt and Financial Innovation*. Organization for Economic Cooperation and Development.

Bayard L. Catron, professor of public administration: ed., *Images and Identities in Public Administration*, co-edited by Henry D. Kass. Sage.

Kurt Darr, professor of hospital administration and of health care sciences: *Ethics in Health Services Management*, 2d. ed. Health Professions Press.

Robert F. Dyer, professor of business administration and associate dean of graduate business programs: *An Analytic Approach to Marketing Decisions*, co-authored by Ernest Forman. Prentice-Hall.

Steven R. Eastaugh, associate professor of health economics and finance and of health care sciences: *Health Care Finance: Economic Incentives and Enhanced Productivity*. Greenwood Press.

Ernest Forman, professor of management science: *An Analytic Approach to Marketing Decisions*, co-authored by Robert Dyer. Prentice-Hall.

Phillip D. Grub, Aryamehr Professor of Multinational Management: *Foreign Direct Investment in China*. Quorum Books.

Bernard T. Pitsvada, professor of public administration: *The Senate, Treaties and National Security, 1945-1974*. The University Press of America.

Stanley N. Sherman, professor of business administration: *Government Procurement Management*, 3d. ed. Wordcrafters Publications.

Charles N. Toftoy, visiting associate professor of human resource management: *Restructuring of the National Mortgage Bank of St. Louis*. North American Case Research Association.

Stuart A. Umpleby, professor of management science: ed., *A Science of Goal Formulation: American and Soviet Discussions of Cybernetics and Systems Theory*, co-edited by Vadim N. Sadovsky. Hemisphere Publishing Co.

William G. Wells, Jr., associate professor of management science: *Understanding and Working With Congress: A Handbook*. American Association for the Advancement of Science.

### Articles, 1990-91

William C. Adams, professor of public administration: "Deciding the future of a job-training program: Research priorities and the Chi-Square Test," co-authored by Bayard Catron. *Doing Public Administration*, 3d. ed. Nicholas Henry, ed. William C. Brown.

William R. Baber, Benjamin Franklin Professor of Accountancy: "Toward a framework for evaluating the role of accounting and auditing in political markets: The influence of political competition." *Journal of Accounting and Public Policy*.

Prabir K. Bagchi, associate professor of business administration: "A comparative analysis of the performance of alternative discriminant procedures: An application to bankruptcy prediction," co-authored by Y. Gupta and R. Rao. *Journal of Information and Optimization Sciences*.

Howard Beales, associate professor of strategic management and public policy: "What state regulations should learn from FTC experience in regulatory advertising." *Journal of Public Policy & Marketing*.

Neil G. Cohen, associate professor of business administration: "Compliance with emerging professional standards: An audit process for financial plans." *Academy of Financial Services*.

Herbert J. Davis, professor of business administration: "Cultural synergy and the multicultural workforce: Bridging occidental and oriental structures," co-authored by Chanie Lolla. *Advances in Comparative International Management*.

Ernest J. Englander, associate professor of business administration: "The political economy of biotechnology: Innovation and politics in an emerging industry." *Business and Economic History*.

Stephen S. Fuller, professor of urban and regional planning and chair of urban planning and real estate development: "Greater Washington economy watch, the monthly report on Greater Washington's economy." The Greater Washington Research Center.

Warren Greenberg, professor of health economics and of health care sciences: "Antitrust policy in the Dutch health care system," co-authored by F.T. Schut and W. van de ven. *Health Policy*.

William Halal, professor of management science: "Corporate perestroika." *The Christian Science Monitor*.

William C. Handorf, professor of business administration: "A note on the accounting model for problem loans." *The Journal of Real Estate Research*.

James Edwin Kee, associate professor of public administration: "The 1990 budget package: Redefining the debate." *Public Budgeting & Finance*.

Mark Klock, associate professor of business administration: "Tobin's q and measurement error: Caveat investigator." *Journal of Economics and Business*.

D. Jeffrey Lenn, associate professor of business administration and chair of strategic management and public policy: "Ethics and educational assessment: The search for quality and the role of accreditation in American higher education," co-authored by Marjorie Peace Lenn. *Ethics in Higher Education*, William May, ed. Macmillan.

Kathryn E. Newcomer, professor and chair of public administration: "Key information systems management issues for the public sector," co-authored by Sharon L. Caudle and Wilpen L. Gorr. *MIS Quarterly*.

James H. Perry, professor of business administration: "The impact of lot size and induction scheduling on inventory productivity in a remanufacturing environment." *Journal of Production and Inventory Management*.

Debra R. Sheldon, professor and chair of accountancy: "Privatization and transfer of technology factors affecting entrepreneurial competition in development stage enterprises." *World Conference on Entrepreneurship and Innovative Change*, John C. Oliga, ed. NTU-Peat Marwick Entrepreneurship Development Centre.

Anthony M. Yezer, professor of economics: "Testing the monocentric urban model: Evidence based on wasteful commuting." *American Real Estate & Urban Economics Association Journal*.

David L. Zalkind, associate professor of quantitative methods and management information: "Evaluating a new skin preparation method for invasive procedures," co-authored by Karen S. Gabel-Hughes and Glenn W. Geelhoed. *Complications in Surgery*.

### Projects, 1990-91

Richard F. Southby, Gordon A. Friesen Professor of International Health and Health Policy, professor of health care sciences and chair of health services management and policy: guest editor of *Hospital Topics*.

## Books, 1990-91

Kenneth L. Becker, professor of medicine and of physiology: ed., *Principles and Practice of Endocrinology and Metabolism*. J.B. Lippincott Co.

Joseph M. Campos, associate professor of pediatrics, of pathology and of microbiology: "Clinical microbiology I," "Clinical microbiology II" and "Serologic diagnosis of infectious diseases," *Widmann's Clinical Interpretation of Laboratory Tests*, R.A. Sacher and R.A. McPherson, eds. F.A. Davis Company.

Jocelyn M. Hicks, professor of pediatrics and of pathology: *Directory of Rare Analyses*, co-authored by D.S. Young. AACC Press.

Eugene R. Jacobs, associate professor of radiology: *Radiographic Anatomy*, co-authored by Frank Slaby. John Wiley & Sons.

Marcia C. Javitt, associate professor of radiology: *Imaging of the pelvis: MRI with correlations to CT and ultrasound*, co-authored by John L. Lovecchio and Harry L. Stein. Little Brown.

Kurt E. Johnson, professor of anatomy: *Histology and Cell Biology*, 2d ed. Williams and Wilkins.

Edward R. Laws, Jr., professor and chair of neurological surgery: ed., *Handbook of Pesticide Toxicology*, co-edited by W.J. Hayes, Jr. Academic Press.

Naomi L.C. Luban, professor of pediatrics and of pathology: *Pediatric Transfusion Medicine*. Johns Hopkins Press.

L. Gregory Pawlson, professor of health care sciences, of medicine and of health services management and policy and chair of health care sciences: ed., *Aging and Rehabilitation II: The State of the Practice*, co-edited by Stanley J. Brody. Springer Publishing Company.

Gail J. Povar, professor of health care sciences and medicine: *Striving for Quality in Health Care*, co-authored by R.H. Palmer and A. Donabedian. Health Administration Press.

Richard C. Reba, professor of radiology and of medicine: ed., *Radiopharmaceuticals and Brain Pathology Studied with PET and SPECT*. CRC Press.

Richard K. Riegelman, professor of health care sciences, of medicine and of health services management and policy: *Minimizing Medical Mistakes: The Art of Medical Decision Making*. Little Brown.

Nader Rifai, assistant professor of pediatrics and of pathology: ed., *Methods for Clinical Laboratory Measurement of Lipid and Lipoprotein Risk Factors*, co-edited by G.R. Warnick. American Association for Clinical Chemistry Press.

David Schottke, assistant professor of emergency medicine: *Your First Response in Emergency Care*, co-authored by Garry Briesse. American Academy of Orthopaedic Surgeons.

## Articles, 1990-91

Fred Abramson, professor of pharmacology: "Mass spectrometry in pharmacology." *Biomedical Applications of Mass Spectrometry*, Clarence H. Suelter and J. Throck Watson, eds.

Lewis F. Affronti, professor of microbiology and department chair: "Trace elements incorporated into the culture medium of *Mycobacterium Tuberculosis* promote the presence of tuberculin protein C in the preparation of purified protein derivatives," co-authored by V. Porrello and S. Gupta. *Microbios*.

Michael B. Albert, assistant professor of medicine: "Successful outpatient treatment of gallstones and piezoelectric lithotripsy," co-authored by Hans Fromm, Rosemarie Borstelmann, Colleen M. Shehan and Richard Gicking. *Annals of Internal Medicine*.

Julia W. Albright, professor of microbiology: "Rodent trypanosomes: Their conflict with the immune system of the host," co-authored by Joseph F. Albright. *Parasitology Today*.

Barbara L. Bass, associate professor of surgery: "Capsaicin-sensitive nerves mediate esophageal mucosal protection," co-authored by Karim S. Trad, John W. Harmon and Fawaz Z. Hakki. *Surgery*.

A. Barry Belman, professor of urology and of pediatrics: "Primary vesicoureteral reflux in the black child," co-authored by S.J. Skoog. *Pediatrics*.

Nancy A. Breslin, assistant professor of psychiatry and behavioral sciences: "Schizophrenia and the normal functional development of the prefrontal cortex," co-authored by D.R. Weinberger. *Development and Psychopathology*.

Clara S.P. Chan, associate professor of medicine: "Differential response of malignant human B cells to anti-IgM immunoglobulin (anti-u) and B cell growth factor: Unique direct cytotoxicity of anti-u on prolymphocytic leukemia cells," co-authored by F. Soehnlen and G.P. Schechter. *Blood*.

Tsung O. Cheng, professor of medicine: "Cardiac failure in coronary heart disease." *American Heart Journal*.

Louis DePalma, assistant professor of pediatrics and of pathology: "Changes in lymphocyte subpopulations as a result of cardiopulmonary bypass: The effect of blood transfusion," co-authored by M. Yu, C.L. McIntosh, J. Swain and R.J. Davey. *Cardiovascular Surgery*.

Thomas S. Dina, associate professor of radiology: "Primary central nervous system lymphoma versus toxoplasmosis in AIDS." *Radiology*.

Martin R. Eichelberger, professor of surgery and of pediatrics: "Parental attitudes and knowledge of child safety: A national survey," co-authored by C.S. Gotschall, H.B. Feely, P. Harstad and L.M. Bowman. *American Journal of Diseases in Children*.

Ayman E. El-Mohandes, assistant professor of pediatrics and of obstetrics and gynecology: "Functional deficiencies in cord blood monocytes correlate with deficiencies in membrane ligand expression," co-authored by I.M. Katonia, E. Kiang, K. Ohura and S.M. Wahl. *Pediatric Research*.

William D. Fabian, Jr., assistant professor of psychiatry: "Psychological absorption affect investment in marijuana intoxication," co-authored by S.M. Fishkin. *Journal of Nervous and Mental Disease*.

Alan I. Fields, professor of anesthesiology and associate professor of pediatrics: "Home care cost-effectiveness for respiratory technology-dependent children." *American Journal of Diseases of Children*.

Jeffery A. Foran, associate professor of health care sciences and of medicine: "Managing the health risks of consuming contaminated sport fish." *Issues in Science and Technology*.

Hans Fromm, professor of medicine: "Mechanical and chemical management of gallstones," co-authored by M.B. Albert. *Textbook of Gastroenterology*, vol. 2, T. Yamada, D.H. Alpers, C. Owyang, D.W. Powell and F.E. Silverstein, eds. J.B. Lippincott Co.

Glenn W. Geelhoed, professor of surgery and of international medical education: "Investigation and management of coincidentally found adrenal tumors." *Current Practice in Surgery*.

Paul R. Gindoff, associate professor of obstetrics and gynecology: "Ovarian suppression with leuprolide acetate: Comparison of luteal follicular and flare-up administration of controlled ovarian hyperstimulation for oocyte retrieval." *Journal of In Vitro Fertilization Embryo Transfer*.

Penny Glass, associate professor of pediatrics: "Light and the developing retina." *Documenta Ophthalmologica*.

Philip C. Guzzetta, professor of surgery: "Induction of kidney transplantation tolerance across major histocompatibility complex barriers by bone marrow transplantation in miniature swine," co-authored by T.M. Sundt, T. Suzuki, A. Mixon, B.R. Rosengard and D.H. Sachs. *Transplantation*.

Judith Hsia, assistant professor of medicine: "A comparison between heparin and low-dose aspirin as adjunctive therapy with tissue plasminogen activator for acute myocardial infarction," co-authored by William P. Hamilton, Neal Kleiman, Robert Roberts, Bernard R. Chaitman and Allan M. Ross. *New England Journal of Medicine*.

Mohamad S. Jaafar, assistant professor of ophthalmology and of pediatrics: "A comparative study of grating and recognition visual acuity testing in children with anisometropic amblyopia without strabismus." *American Journal of Ophthalmology*.

Robert Jayes, assistant professor of medicine: "Emergency physician electrocardiogram reading: Accuracy and effect on triage decisions – findings from a multicenter study," co-authored by G.C. Larsen, J.R. Beshansky, R.B. D'Agostino and H.P. Selker. *Journal of General Internal Medicine*.

Donald S. Karcher, assistant professor of pathology: "The bone marrow in human immunodeficiency virus (HIV)-related disease: Morphology and clinical correlation," co-authored by Andra R. Frost. *American Journal of Clinical Pathology*.

Richard J. Katz, professor of medicine and emergency medicine: "Prevention of nitrate tolerance with angiotensin converting enzyme inhibitors," co-authored by Warren S. Levy, Leslie Buff and Alan G. Wasserman. *Circulation*.

William A. Knaus professor of anesthesiology and of computer medicine: "SUPPORT: Study to understand prognoses and preferences for outcome and risks of treatments," co-authored by D. Joanne Lynn. *Journal of Clinical Epidemiology*.

Philip Klubes, professor of pharmacology: "An encounter with the syndrome of multiple chemical sensitivities: Reflections of a pharmacologist." *Perspectives in Biology and Medicine*.

John C. LaRosa, professor of medicine and of health care sciences and dean for medical center research: "Women, lipoproteins and cardiovascular disease risk." *Canadian Journal of Cardiology*.

John W. Larsen, Jr., professor of obstetrics and gynecology: "Maternal serum Down syndrome screening: Free  $\beta$ -protein is a more effective marker than human chorionic gonadotropin," co-authored by J.N. Macri, R.V. Kasturi, D.A. Krantz, E.J. Cook, N.D. Moore, J.A. Young and K. Romero. *American Journal of Obstetrics and Gynecology*.

Robert Laurenno, associate professor of neurology: "Pontine myelinolysis after correction of hyponatremia during burn resuscitation," co-authored by B. Cohen, M. Jordan, S. Chapin and B. Cape. *Journal of Burn Care & Rehabilitation*.

D. Joanne Lynn, professor of health care sciences and of medicine: "SUPPORT: Study to understand prognoses and preferences for outcome and risks of treatments," co-authored by William A. Knaus. *Journal of Clinical Epidemiology*.

Amar N. Makheja, assistant research professor of biochemistry: "Atherosclerosis: The eicosanoid connection." *Journal of Molecular Cellular Biochemistry*.

H. George Mandel, professor and chair of pharmacology: "Transformation with *in vitro* conjugated c-Harvey ras protooncogene." *Proceedings of the American Association for Cancer Research*.

Larry McGowan, professor of obstetrics and gynecology: "The mistaken diagnosis of carcinoma of the ovary." *Surgery, Gynecology and Obstetrics*.

Mary H. McGrath, professor of surgery: "Gynecomastia." *Plastic Surgery: Principles and Practice*, M.J. Jurkiewicz, T.J. Krizek, S.J. Mathes and S. Ariyan, eds. The C.V. Mosby Co.

Gertrud W. Mergner, associate professor of anesthesiology: "Post ischemic free radical production in the venous blood of the regionally-ischemic swine heart: Effect of deferoxamine," co-authored by William B. Weglicki and Jay H. Kramer. *Circulation*.

Valery T. Miller, associate research professor of medicine: "Dyslipoproteinemia in women: Special considerations." *Endocrinology and Metabolism Clinics of North America*, J.C. LaRosa, ed. W.B. Saunders.

Paul H. Naylor, associate research professor of biochemistry: "Diagnostic assays for human immunodeficiency virus infection and for clinical progression by use of synthetic peptide epitopes," co-authored by Angela Heithaus, Ashley Kale, Michael R. Erdos, Janet Kirkley and Allan L. Goldstein. *Human Immunodeficiency Virus: Innovative Techniques. Monographs in Virology*, N.C. Khan and J.L. Melnick, eds. Karger.

Lucien E. Nochomovitz, professor of pathology: "Adenocarcinoma of the rete testis." *Journal of Urologic Pathology*.

Yolanda C. Oertel, professor of pathology: "Fine-Needle aspiration of the thyroid." *Diagnostic Endocrinology*, W.T. Moore and R.C. Eastman, eds. B.C. Decker, Inc.

Michael Olding, associate professor of surgery: "Reverse forearm flap based on an 'exteriorized' pedicle." *Journal of Hand Surgery*.

Jan M. Orenstein, professor of pathology: "Intestinal microsporidiosis as a cause of diarrhea in human immunodeficiency virus-infected patients: A report of 20 cases." *Human Pathology*.

Helmuth F. Orthner professor of computer medicine: "Impact of new communications technologies on the architecture of health information systems." *Proceedings of the IMIA Working Conference on Telematics in Medicine*. J.S. Duisterhout, A. Hasman and R. Salamon, eds. North-Holland.

Roger J. Packer, professor of neurology and of pediatrics: "Improved survival with the use of adjuvant chemotherapy in the treatment of medulloblastoma," co-authored by L.N. Sutton, J.W. Goldwein, et al. *Journal of Neurosurgery*.

Terry M. Phillips, professor of medicine: "Isolation of anti-idiotypic antibodies by immunoaffinity chromatography on Affichrom beads," co-authored by J.V. Babashak. *Journal of Chromatography*.

Thomas E. Piemme, professor of health care sciences, of medicine and of computer medicine, and interim chair of computer medicine: "Medical informatics in the curriculum at The George Washington University," co-authored by W.S. Yamamoto, C.S. Tidball, H.F. Orthner, P.S. Pincetl and S. Bader. *Proceedings of the Fourteenth Annual Symposium on Computer Applications in Medical Care*. I.E.E.E. Computer Society Press.

Michael R. Pranzatelli, associate professor of neurology, of pediatrics and of pharmacology: "Regulation of 5-HT<sub>2</sub> receptors in rat cortex: Studies with a putative selective agonist and an antagonist." *Biochemical Pharmacology*.

Ingram M. Roberts, professor of medicine: "Neuromodulators of the lingual von Ebner gland: An immunocytochemical study," co-authored by S.E. Solomon, O. Brusco, W. Goldberg and J.J. Bernstein. *Histochemistry*.

Prashant Kumar Rohatgi, associate professor of medicine: "Multicentric endobronchial granular cell myoblastoma." *Chest*.

Jeffrey M. Rosenstein, professor of anatomy and of neurological surgery: "Permeability to blood borne protein and <sup>3</sup>HGABA in CNS tissue grafts. I. Intraventricular grafts." *Journal of Comparative Neurology*.

H. William Schnaper, associate professor of pediatrics: "Nephrotic syndrome: Minimal change disease, focal glomerulosclerosis and related disorders," co-authored by A.M. Robson. *Diseases of the Kidney*, 5th ed., R.W. Schrier and C.W. Gottschalk, eds. Little Brown.

Nita L. Seibel, assistant professor of pediatrics: "Impact of short course of neoadjuvant chemotherapy on the choice of surgical procedure and tumor necrosis in pediatric osteogenic sarcoma." *Proceedings of the American Association of Clinical Oncology*.

Michael John Shaffer, professor on anesthesiology and of health services management and policy: "Clinical engineering development of computer applications for an anesthesiology department." *Biomedical Instrumentation and Technology*.

Mary K. Sidawy, assistant professor of pathology: "Intraoperative cytology: Back to the future?" co-authored by Steven Silverberg. *American Journal of Clinical Pathology*.

Herschel Sidransky, professor and chair of pathology: "Possible role of dietary proteins and amino acids in atherosclerosis." *Annals of the New York Academy of Sciences*.

Tomas José Silber, professor of pediatrics: "The role of the primary care physician in the diagnosis and management of anorexia nervosa," co-authored by Lawrence J. D'Angelo. *Psychosomatics*.

R. Michael Sly, professor of pediatrics: "Asthma in the inner city." *Immunology and Allergy Clinics of North America*.

Rosemary Sokas, associate professor of medicine and health care sciences: "Sensitivity of in vivo x-ray fluorescence determination of skeletal lead stores," co-authored by A. Besarab, M.A. McDiarmid, I.M. Shapiro and P. Bloch. *Archives of Environmental Health*.

William Steinberg, professor of medicine: "How long to abstain from red meat before fecal occult blood tests," co-authored by E.J. Feinberg, et al. *Annals of Internal Medicine*.

John Stuckey, assistant professor of medicine: "Infectious Diseases." *Medical Consultation*, William Kammerer and Richard Gross, eds. Williams & Wilkins.

William B. Weglicki, professor of medicine and of physiology: "Mechanisms of cardiovascular drugs as antioxidants." *Journal of Molecular and Cellular Cardiology*.

Kevin B. Weiss, assistant professor of health care sciences and of medicine: "Changing patterns of asthma mortality: Identifying target populations at high risk." *Journal of the American Medical Association*.

Leila Welborn, associate professor of anesthesiology and of pediatrics: "Anemia and postoperative apnea in former preterm infants." *Anesthesiology*.

Laura S. Welch, associate professor of medicine and of health care sciences: "Indirect fertility analysis in painters exposed to ethylene glycol ethers: Sensitivity and specificity," co-authored by E. Plotkin and S. Schrader. *American Journal of Industrial Medicine*.

Linda L. Werling, assistant professor of pharmacology: "Regulation of [<sup>3</sup>H] dopamine release from guinea pig striatum by NMDA receptor/channel activators and inhibitors." *Journal of Pharmacology and Experimental Therapeutics*.

George H. Zalzal, associate professor of surgery and of pediatrics: "External fixation using microplates after laryngotracheal expansion surgery: An animal study." *Archives of Otolaryngology, Head and Neck Surgery*.

#### **Presentations, Conferences, 1990-91**

Constance U. Battle, professor of pediatrics: presented the Presidential Address, "The new morbidity: Challenges to a pediatric specialty transition care hospital," at the annual meeting of the American Academy for Cerebral Palsy and Developmental Medicine.

Jim Cawley, associate professor of health care sciences: presented "Medical Writers Workshop," to Yale University School of Medicine, New Haven, CT, and American Academy of Physician Assistants, San Francisco, CA.

Steven G. Silverberg, professor of pathology: presented "Intraoperative cytology: Principles, values, and limitations," as a guest lecturer at the British Society for Clinical Cytology, Birmingham, England.

#### **Projects, 1990-91**

Marc Hertzman, professor of psychiatry: organized and implemented GW's Persian Gulf Telephone Helpline.

Mhairi G. MacDonald-Ginzburg, professor pediatrics and neonatology: founder and co-editor of *Pediatric AIDS and HIV Infection: Fetus to Adolescent*.

Mario Werner, professor of pathology: editor-in-chief of *Clinica Chimica Acta*.

David S. Wilkinson, professor of pathology: editor of *Clinical Laboratory Management Review*.

#### **Honors, 1990-91**

M. Elizabeth Tidball, professor of physiology: honors thesis at Wesley Theological Seminary on an interdisciplinary approach to the study of order (and chaos) including the physical sciences, physiology/medicine, psychology and theology and their interrelatedness was selected for inclusion in the Seminary Library.

Patience H. White, associate professor of medicine and of pediatrics: received the Earl Brewer Award for Health Care Professionals from the American Juvenile Arthritis Organization.

Fiscal Year 1991 marked the beginning of a decade of change for The George Washington University. In the face of the globalization of the world markets and activities, we continued to place an emphasis on establishing our position as a premier institution – both nationally and world-wide. The enhancement of our international programming and recruitment was facilitated by our strong financial structure and our continued commitment to improving the quality of both our academic programming and our student body.

During the past year, we began to identify and address the many exciting challenges we are to face as we continue to improve our current financial and academic position. We took the first steps toward the creation of a more effective business and financial infrastructure to sustain and extend the growth and development of the University and Medical Center. As part of this effort, we developed innovative approaches to enhancing student services, strengthening administrative and operational controls and improving resource allocation strategies. While the full impact of many of our efforts is several years away, the financial results of the past year are evidence that we have established a strong foundation as we enter the last decade of this century. For example:

- The University and Medical Center current fund balances both finished in a positive position for the first time since 1981.
- During FY 1991 the Medical Center increased its revenues by \$7 million and reduced its expenses by \$4 million as a result of staff reductions and cost containment in patient care, maintenance and administrative support.
- Our cashflow position has improved significantly during FY 1991 owing largely to the improved management of Accounts Receivable by the Medical Center.
- The University has reached some significant milestones in our efforts to improve the way we admit and register students.

This accomplishment has eliminated long lines and student confusion and is the first step towards touch tone registration.

- In the face of declining demographics, the University not only met its enrollment targets, but also increased the average SAT scores of incoming freshman over prior years.
- The deployment of University resources in support of student-related objectives is demonstrated by a 24 percent increase in student financial aid expenditures and a 7 percent increase in the Instruction and Departmental Program expenditures.
- The Virginia Campus was substantially completed in July 1991 and the building was dedicated in the Fall of 1991, in a continuing effort to attract the non-traditional student to George Washington University and to strengthen the link between it and the business community.
- The University and Medical Center have made a major commitment in improving the administrative and academic computing systems. This activity will increase our efficiency and effectiveness in providing student services and in managing the accounting, budgeting and fiscal planning process.
- A number of organizational changes made during FY 1991 have positioned the University for improved financial planning, budgeting, accountability and controls.

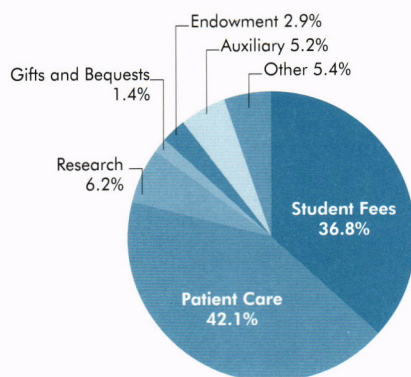
#### **OPERATING PERFORMANCE**

The sound operational performance of the last several years continued this year. Total operating revenues for FY 1991 were \$516 million, a 4.6 percent increase from the previous year. In contrast, current expenses amounted to \$493 million, an increase of only 2.2 percent.

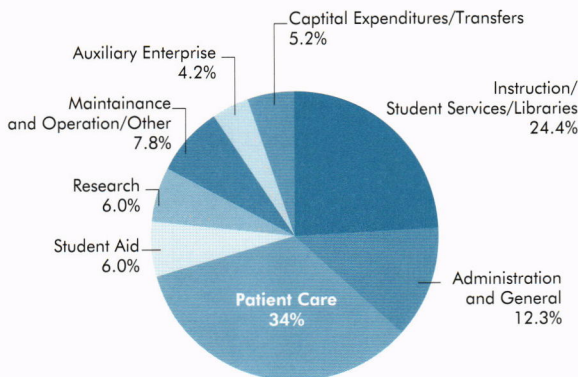
This year marks the first time since 1981 that both the University and the Medical Center have achieved positive current fund balances. Since June 30, 1988, the University's current fund balance has grown \$7 million, of which \$5.5 million is unrestricted current fund growth. Likewise, the Medical Center, is now on track towards realizing its three-year goal of return-

## Sources and Uses of Funds for Year 1991

### Sources of Funds



### Uses of Funds

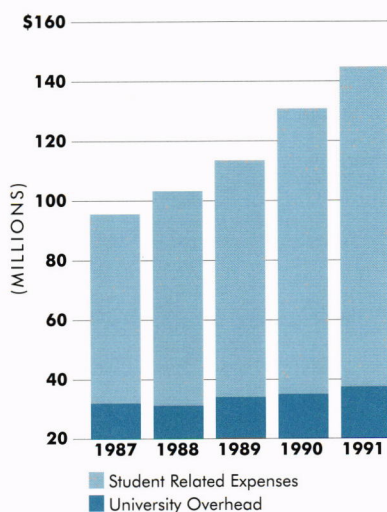


ing to a positive financial position. This year alone, the Medical Center's operating results improved by over 60 percent as a result of curtailed spending and effective resource management.

The deployment of resources in support of those student- and patient-related activities that directly support the missions of the institution is even more imperative in today's competitive environment. For the University, that deployment has resulted in a 27.5 percent increase in expenditures associated with academic programming and student services and a 14 percent increase in sponsored research since 1989. In contrast, over that same period, the growth of institutional overhead showed a more modest increase of 10 percent in both the administration and maintenance and operations of plant functions.

### University Expenditures

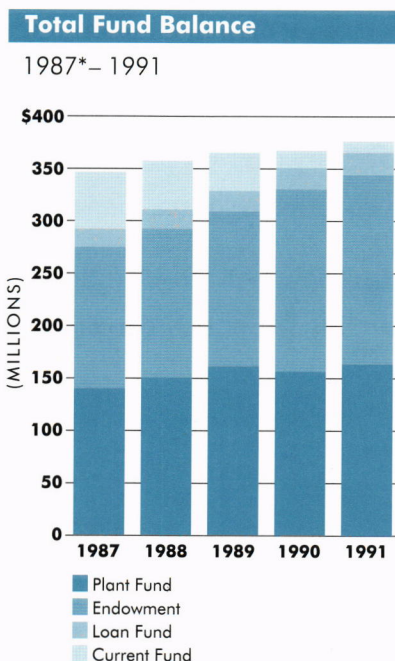
Direct Student-Related vs. Overhead



The implementation of similar strategies has proved fruitful to the Medical Center in improving its financial position. Areas of major expense are being examined and adjusted accordingly as

part of a hospital operations review initiated this year. The short-term results of this exercise have been promising. Over the past year, current spending associated with operations and maintenance of plant and administration and support functions has decreased by over 9 percent.

To further ensure the financial recovery of the Medical Center, a strategic planning process is under way with an anticipated completion in FY 1992. The completion of this process should bring with it increasing strength and effectiveness in focusing resources on the Medical Center's area of emphasis.



\* Prior year book value amounts have been restated to reflect retroactive recording of depreciation

#### BALANCE SHEET PERFORMANCE

Another measure of the University's health is the continued growth of its total fund balance. The George Washington University total fund balance, comprised of the current, endowment,

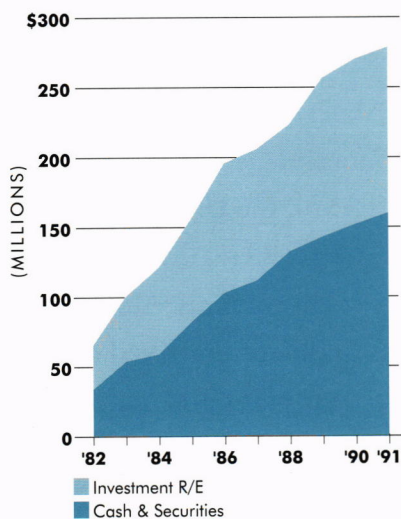
plant and loan fund balances, increased by \$9 million over the past year to a level of \$377 million.

#### Current Fund

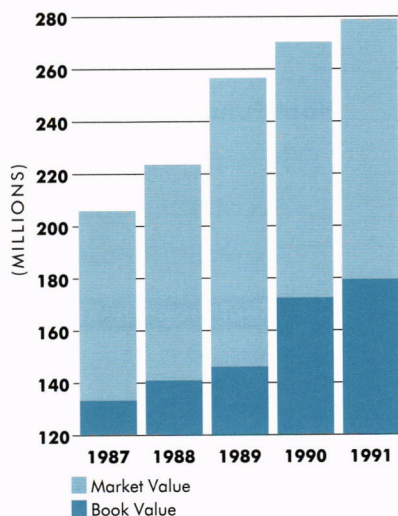
Cash and temporary investments increased by over \$9 million from FY 1990 reflecting the improved management of current funds. As a result of improved collection efforts, Accounts Receivable were down by \$7 million over that same period. Hospital and Clinic Receivables, with a decrease of \$6 million, represented the majority of that improvement. Of particular merit is the positive trend over the past three years in the

### Endowment Fund Growth

Market Value: 1982 – 1991



Market vs. Book Value



\* Prior year book value amounts have been restated to reflect retroactive recording of depreciation

decreasing age of patient accounts receivables: in June 1989, patient accounts receivable was 101 days; in June 1990 it was reduced to 97 days; and as a result of the initiation of an improved billing system was further reduced to 90 days by June 1991.

### Endowment Fund

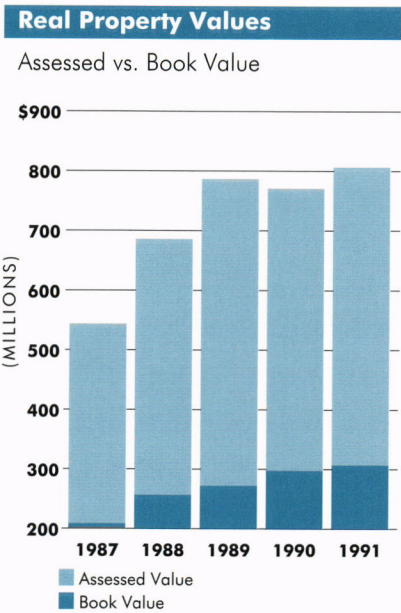
Endowment funds are invested in order to provide continuing sources of income in support of the purposes for which the funds were originally created. Assets of the endowment funds had a book value of \$209 million at June 30, 1991, reflecting an increase of \$7 million or 3.4 percent over the previous year. This year's increased book value represents a doubling of the gifts to the endowment fund from \$2.3 million in FY 1990 to \$4.6 million in FY 1991. Market values of the endowment fund (net of liabilities) increased from \$270 million at June 30, 1990, to \$279 million at June 30, 1991, representing a 3 percent increase in market values for the fiscal year.

GW's endowment funds are comprised of permanent endowment funds and funds functioning as endowment (the "quasi-

endowment”). Since June 30, 1988, the quasi-endowment has grown 27 percent, and now represents 75 percent of the total endowment fund.

Plant Fund

In compliance with the pronouncements of the Financial Accounting Standards Board (FASB), the University recorded depreciation for the first time in FY 1991. Although this con-



vention reduced the book value of our fixed assets in our plant and endowment funds, it had no effect on the market value of our real estate assets which continued to grow at a rate of 5 percent to an assessed value of \$807 million. Over the past five years the market value of our real estate has increased a total of 48 percent.

As of June 30, 1991, our long-term debt was \$186 million. This represents a decline of almost \$9 million from the prior year.

FINANCIAL CHALLENGES AHEAD

Over the next decade, GW will be presented with many new challenges as it strengthens its position in the global markets and establishes its position as a premier institution. These challenges will require a willingness to take calculated risks and a resourcefulness in managing a changing environment. Academic, facility and financial planning will play a significant role in achieving these goals and in facilitating The George Washington University’s assessment of opportunities and risks.

Our work has already begun in developing a systematic multi-year budgeting and planning process for the University and Medical Center that speaks to the creation of a more coordinated and consistent process. We have already tightened our belt and are focusing our available funds towards those areas that directly support our institutional mission – educating and servicing students, undertaking research and providing quality patient care. Our efforts must continue on many other fronts including: increasing our endowment, improving our ability to provide increased financial assistance to both undergraduate and graduate students, improving our funding in the areas of research and addressing our capital improvement requirements necessary to modernize the Medical Center.

These are just a few of the challenges that lie before us. We welcome these challenges as a University community and acknowledge that our aspiration to meet the 21st century as a great institution depends on meeting them successfully.

Throughout the year, The George Washington University has been the beneficiary of many generous gifts from individuals. We recognize these individuals by inclusion in three societies: The George Washington Society, The Luther Rice Society and The Heritage Society.

The University community extends its heartfelt thanks to those individuals listed on these pages whose special generosity continues to sustain and nurture The George Washington University.

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The Luther Rice Society recognizes those who have made gifts of \$1,000 or more between July 1, 1990 and June 30, 1991. These individuals provide vital annual support for the University and its many programs.

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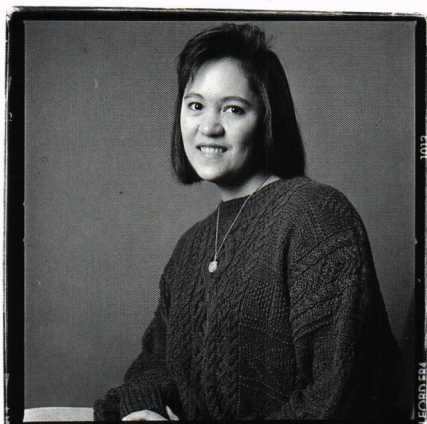
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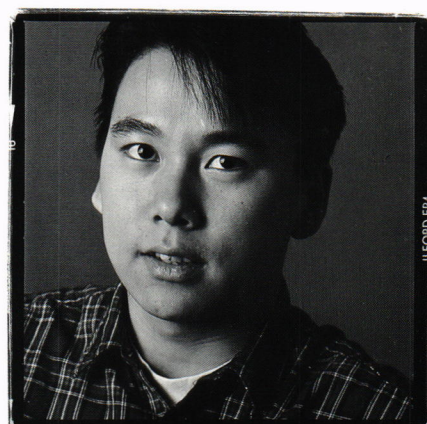
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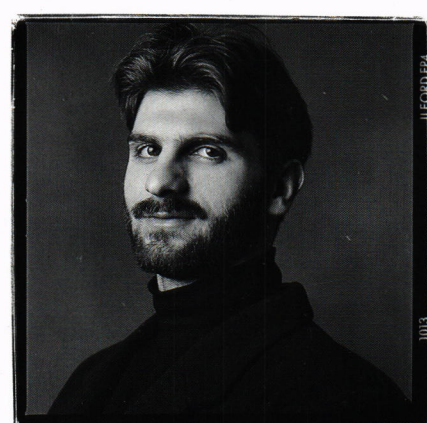
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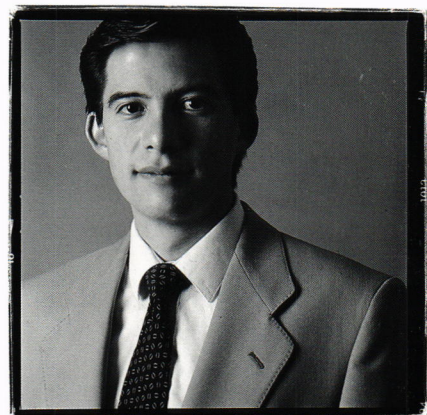
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